



# **NASA APPEL**

## **Performance Enhancement Process**

Applicable Blanket Purchase Agreement (BPA):

NNL06AA00Z – Booz Allen Hamilton

NNL06AA01Z – Center for Systems Management

NNL06AA01Z – Four Dimensional Leadership

Roger Forsgren – Contracting Officer Technical Representative,  
APPEL

Lionel E. Nadeau Jr. – Contracting Officer

March 8, 2006

Academy of Program/Project & Engineering Leadership



# Performance Enhancement – Process Flow

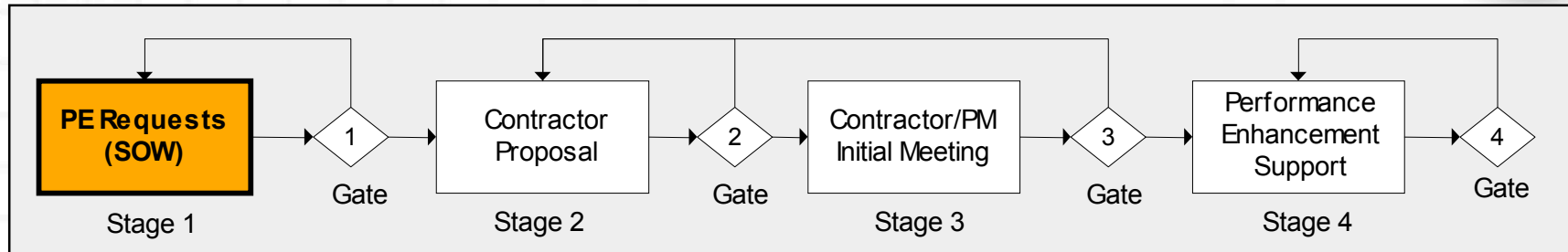


***NASA APPEL offers Performance Enhancement (PE) support through BAH, CSM and/or 4-D Systems to help NASA project teams successfully address the challenges of NASA's Space Exploration vision by providing targeted support directly to project practitioners to effectively resolve systems engineering and/or programmatic issues.***

User	Evaluation & Proposal	Identify Source	PE Support
NASA Centers Project Teams & Practitioners NASA CIO NASA SM&A System Management Office (SMO) Contracting Officer Technical Representatives (COTR) Contracting Officer (CO) Mission Directorate	<b>Statement of Work (SOW) Template</b>  Authorized users (requestor) coordinates the funding source with the APPEL COTR – Roger Forsgren.  PE requests are submitted via the approved SOW template and sent to the APPEL COTR.  PE SOWs are evaluated by APPEL COTR – Roger Forsgren.  Upon request, contractors provide technical proposal, cost, and schedule to COTR for review and approval.	<b>Targeted Support and Planning</b>  COTR approve SOW with Funding Source identified.  Identify appropriate task order or compete for new task order.  If necessary, a new tack order will be competed among the three vendors (BAH, CSM, and/or 4-D Systems).  Contractor key resources are assigned based on SOW requirements, experience, and evaluation criteria to support the SOW.	<b>Technical Program/Project Lifecycle Assistance</b>  Providing technical program/project lifecycle assistance to help project teams increase their capability to become high performance teams and to proactively diagnose and address technical and discipline challenges to project success.



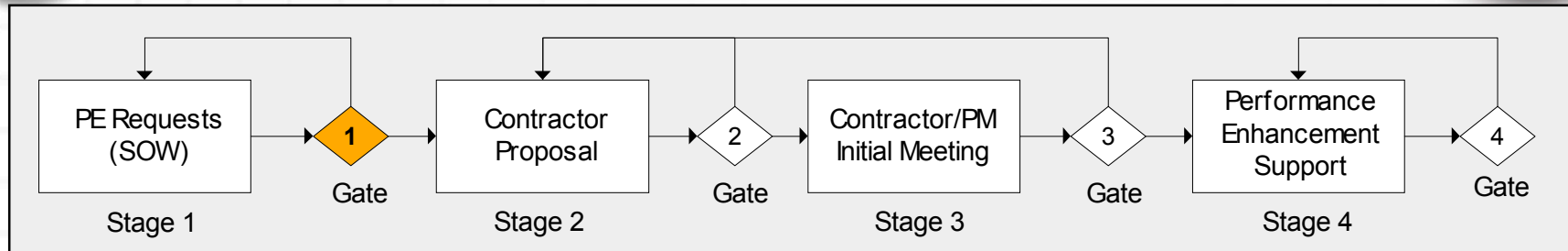
# Performance Enhancement Requests – Stage 1



Entrance Criteria	<ul style="list-style-type: none"><li>Any NASA project teams or project practitioners who require technical program/project lifecycle assistance.</li></ul>
Activities/ Meetings	<ul style="list-style-type: none"><li>The requestor populates the Performance Enhancement (PE) Statement of Work (SOW) template with the required data:<ul style="list-style-type: none"><li>Funding Source – The requestor must fill in NASA-HQ or Center project funds with the appropriate Purchase Order number (<i>Note: No Funding Source – no support</i>).</li><li>Paragraph 1 – 9 of the SOW Template (Section 8: NASA Task Monitor (TM) – The TM will serve as the task technical liaison between the Contractor and the COTR, assisting the COTR with his duties.</li></ul></li></ul>
Points of Contact	<ul style="list-style-type: none"><li>APPEL COTR: Roger Forsgren – (202) 358 - 0859 ( <a href="mailto:roger.forsgren@hq.nasa.gov">roger.forsgren@hq.nasa.gov</a> )</li><li>Contracting Officer (CO): Lee Nadeau – (757) 864- 2434 ( <a href="mailto:l.e.nadeau@larc.nasa.gov">l.e.nadeau@larc.nasa.gov</a> )</li></ul>
Attendees/ Participants	<ul style="list-style-type: none"><li>Any project practitioners that require support to effectively resolve systems engineering and/or programmatic issues – program/project lifecycle assistance.</li></ul>
Documents	<ul style="list-style-type: none"><li>PE SOW template (see attached Word document)</li></ul>
Exit Criteria	<ul style="list-style-type: none"><li>A completed PE SOW request (task order) with correctly identified funding source submitted for evaluation electronically (email) to the APPEL COTR – Roger Forsgren.</li></ul>



# Performance Enhancement Requests – Gate 1

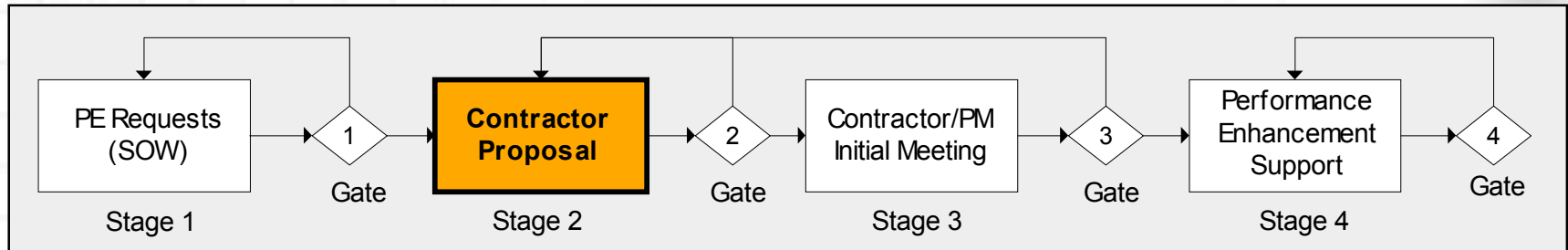


<b>Entrance Criteria</b>	<ul style="list-style-type: none"> <li>• APPEL COTR – Roger Forsgren receives completed PE SOW request via email with <i>Funding Source</i> identified by requestor.</li> </ul>
<b>Activities/ Meetings</b>	<ul style="list-style-type: none"> <li>• APPEL COTR evaluates PE SOW for completeness.</li> <li>• APPEL COTR evaluates PE SOW to determine if requestor is within the scope of the Blanket Purchase Agreement (BPA) and applicable task orders:            Project Lifecycle Assistance – To provide technical program/project lifecycle assistance to help project teams to increase their capability to become high performance teams and to proactively diagnose and address technical and discipline challenges to project success.</li> </ul>
<b>Points of Contact</b>	<ul style="list-style-type: none"> <li>• APPEL COTR: Roger Forsgren</li> <li>• NASA Task Monitor: Per approved PE SOW</li> </ul>
<b>Attendees/ Participant</b>	<ul style="list-style-type: none"> <li>• APPEL COTR: Roger Forsgren</li> <li>• NASA Task Monitor: Per approved PE SOW</li> </ul>
<b>Documents</b>	<ul style="list-style-type: none"> <li>• Completed PE SOW template.</li> </ul>
<b>Exit Criteria</b>	<ul style="list-style-type: none"> <li>• APPEL COTR completes PE SOW evaluation response sent to the requestor and CO with a) approval notification, b) request for <i>Funding Source</i> (Purchase Order), or c) denial of request.</li> </ul>





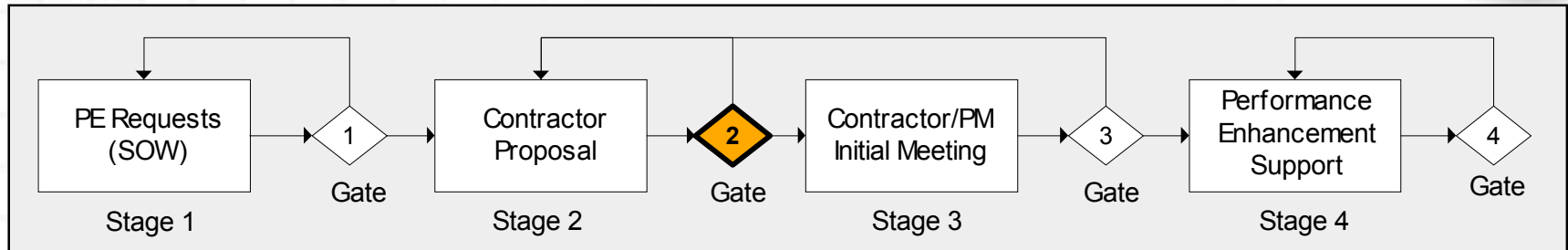
# Contractor Proposal – Stage 2



Entrance Criteria	<ul style="list-style-type: none"> <li>• APPEL COTR <i>approved</i> PE SOW with Funding Source.</li> </ul>
Activities/ Meetings	<ul style="list-style-type: none"> <li>• Contracting Officer sends the <i>approved</i> PE SOW to the Contractor and requests a technical proposal, cost, and schedule for the task order.</li> <li>• Contractor populates the appropriate sections of the PE SOW with technical proposal content, costs, and schedule information.</li> <li>• Contractor schedules an initial meeting with the TM to establish work requirements and success criteria (metrics) – capturing statistically valid effectiveness metrics vital to the assessment of team PE processes and providing trend data based on the metrics.</li> <li>• Contractor submits completed PE SOW with proposal information to CO and APPEL COTR.</li> </ul>
Points of Contact	<ul style="list-style-type: none"> <li>• Contracting Officer – Lee Nadeau and APPEL COTR – Roger Forsgren</li> <li>• NASA Task Monitor: Per approved PE SOW and Contractor: Key personnel</li> </ul>
Attendees/ Participants	<ul style="list-style-type: none"> <li>• Contracting Officer – Lee Nadeau and APPEL COTR – Roger Forsgren</li> <li>• NASA Task Monitor: Per approved PE SOW and Contractor: Key personnel</li> </ul>
Documents	<ul style="list-style-type: none"> <li>• Approved PE SOW template.</li> </ul>
Exit Criteria	<ul style="list-style-type: none"> <li>• Approved PE SOW populated with Contractor information sent electronically to the Contracting Officer and APPEL COTR for review and acceptance.</li> </ul>



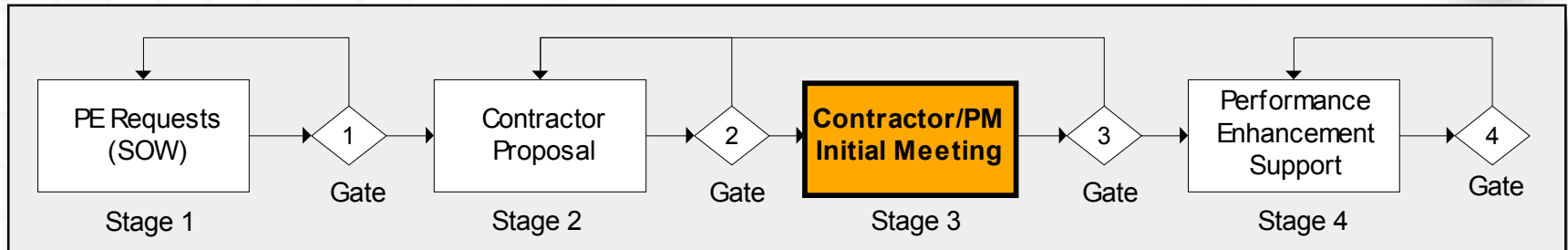
## Contractor Proposal – Gate 2



<b>Entrance Criteria</b>	<ul style="list-style-type: none"><li>• Submitted Contractor PE SOW email (CO and APPEL COTR) – populated by the intended Contractor with the technical, cost, and schedule information.</li></ul>
<b>Activities/ Meetings</b>	<ul style="list-style-type: none"><li>• CO and APPEL COTR reviews Contractor proposal (augmented PE SOW) for completeness.</li><li>• CO, APPEL COTR, and/or Contractor meetings as appropriate to satisfy questions and/or concerns.</li></ul>
<b>Points of Contact</b>	<ul style="list-style-type: none"><li>• Contracting Officer – Lee Nadeau and APPEL COTR – Roger Forsgren</li><li>• NASA Task Monitor: Per approved PE SOW</li><li>• Contractor: Key personnel</li></ul>
<b>Attendees/ Participants</b>	<ul style="list-style-type: none"><li>• Contracting Officer – Lee Nadeau and APPEL COTR – Roger Forsgren</li><li>• NASA Task Monitor: Per approved PE SOW</li><li>• Contractor: Key personnel</li></ul>
<b>Documents</b>	<ul style="list-style-type: none"><li>• Approved Performance Enhancement Statement of Work template.</li></ul>
<b>Exit Criteria</b>	<ul style="list-style-type: none"><li>• APPEL COTR submits technical review of the Contractor proposal to CO with appropriate recommendation for approval or recommended funding negotiation.</li></ul>



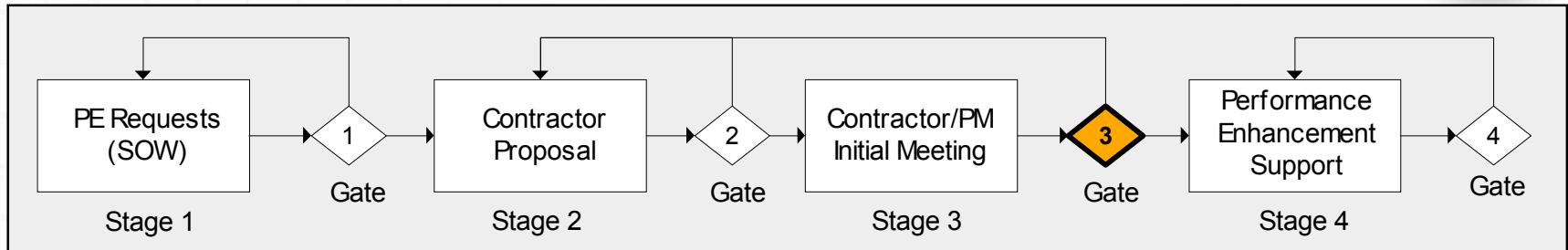
# Contractor/PM Initial Meeting – Stage 3



<b>Entrance Criteria</b>	<ul style="list-style-type: none"> <li>Contracting Officer notification to Contractor of approved proposal (negotiation if necessary).</li> </ul>
<b>Activities/ Meetings</b>	<ul style="list-style-type: none"> <li>If CO approves Contractor proposal, then Contractor schedules initial meeting with TM.</li> <li>Contractor assigns resources and initiates technical program/project lifecycle support.</li> </ul>
<b>Points of Contact</b>	<ul style="list-style-type: none"> <li>Contracting Officer – Lee Nadeau and APPEL COTR – Roger Forsgren</li> <li>NASA Task Monitor: Per approved PE SOW</li> <li>Contractor: Key personnel</li> </ul>
<b>Attendees/ Participants</b>	<ul style="list-style-type: none"> <li>NASA Task Monitor: Per approved PE SOW</li> <li>Contractor: Key personnel</li> </ul>
<b>Documents</b>	<ul style="list-style-type: none"> <li>Approved Contractor proposal</li> <li>TM work requirements and success criteria (metrics).</li> </ul>
<b>Exit Criteria</b>	<ul style="list-style-type: none"> <li>APPEL COTR/Contractor agreement on work requirements, success criteria, and status reporting for the PE SOW.</li> </ul>



# Contractor/PM Initial Meeting – Gate 3

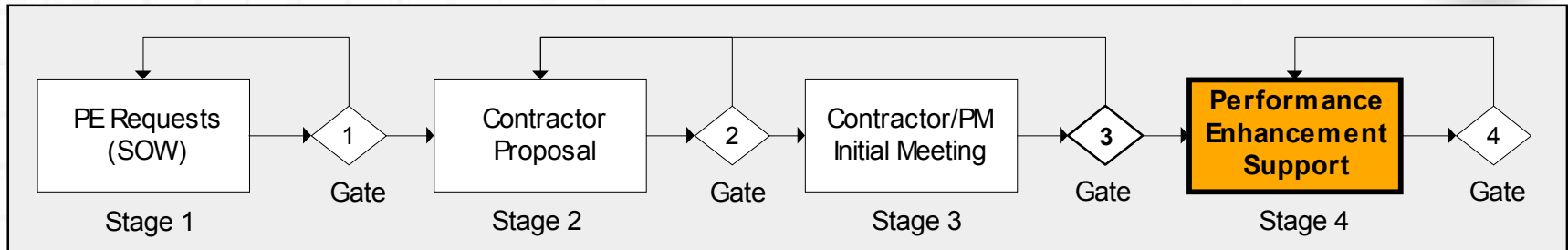


<b>Entrance Criteria</b>	<ul style="list-style-type: none"><li>• TM/Contractor agreed upon work requirements, success criteria, and status reporting for PE SOW.</li><li>• Accepted Contractor proposal.</li></ul>
<b>Activities/ Meetings</b>	<ul style="list-style-type: none"><li>• Contractor updates schedule, status reporting, and key metrics.</li></ul>
<b>Points of Contact</b>	<ul style="list-style-type: none"><li>• Contracting Officer – Lee Nadeau and APPEL COTR – Roger Forsgren</li><li>• NASA Task Monitor: Per approved PE SOW</li><li>• Contractor: Key personnel</li></ul>
<b>Attendees/ Participants</b>	<ul style="list-style-type: none"><li>• Contracting Officer – Lee Nadeau and APPEL COTR – Roger Forsgren</li><li>• NASA Task Monitor: Per approved PE SOW</li><li>• Contractor: Key personnel</li></ul>
<b>Documents</b>	<ul style="list-style-type: none"><li>• Accepted Contractor proposal.</li></ul>
<b>Exit Criteria</b>	<ul style="list-style-type: none"><li>• CO approves and distributes approved PE SOW based on accepted Contractor proposal.</li></ul>





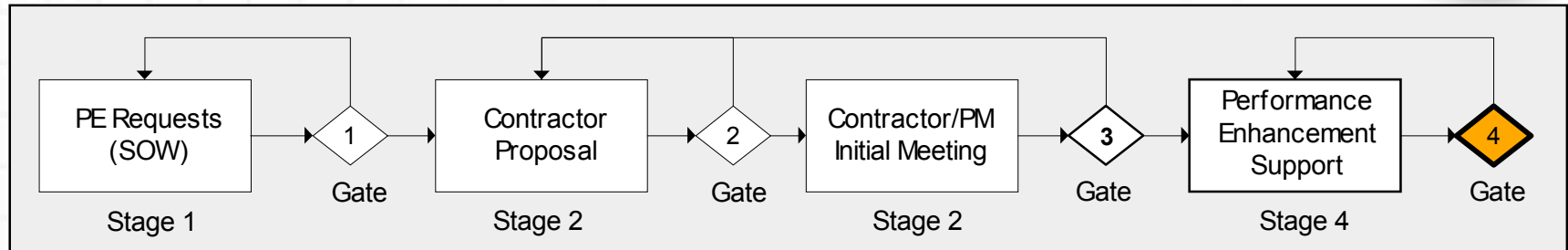
# PE Enhancement Support – Stage 4



<b>Entrance Criteria</b>	<ul style="list-style-type: none"> <li>• TM/Contractor agreed upon work requirements, success criteria, and status reporting for technical project/program lifecycle support – per the Approved/Accepted PE SOW.</li> </ul>
<b>Activities/ Meetings</b>	<ul style="list-style-type: none"> <li>• Contractors provides technical project/program lifecycle support for areas such as project plan development, work breakdown/schedule development, cost estimating, program control areas (i.e., EVM), project reviews, and project closeouts.</li> <li>• APPEL COTR and TM evaluate past performance questionnaire and coordinate results with Contractor.</li> </ul>
<b>Points of Contact</b>	<ul style="list-style-type: none"> <li>• APPEL COTR: Roger Forsgren</li> <li>• NASA Task Monitor: Per approved PE SOW and Contractor: Key personnel</li> </ul>
<b>Attendees/ Participants</b>	<ul style="list-style-type: none"> <li>• NASA Task Monitor: Per approved PE SOW and Contractor: Key personnel</li> </ul>
<b>Documents</b>	<ul style="list-style-type: none"> <li>• Accepted PE SOW template.</li> <li>• TM work requirements and success criteria (metrics).</li> </ul>
<b>Exit Criteria</b>	<ul style="list-style-type: none"> <li>• Contractor delivers the results and impact of service delivery, including feedback, metrics, and increase in technical knowledge on the particular subject matter and/or summary team and individual performance metrics (specific team and individual performance metrics are confidential) to APPEL COTR and TM.</li> </ul>



# PE Enhancement Support – Gate 4



<b>Entrance Criteria</b>	<ul style="list-style-type: none"> <li>• APPEL COTR/TM receives Contractor results and impact of service delivery, including feedback, metrics, and increase in technical knowledge on the particular subject matter and/or summary team and individual performance.</li> </ul>
<b>Activities/ Meetings</b>	<ul style="list-style-type: none"> <li>• The Contractor shall meet with APPEL COTR and TM to assess and discuss the effectiveness of the service or project. This shall include the verification and validation of the end result as compared to the original success criteria (metrics).</li> <li>• Incorporate lessons learned and coordinate with other business lines, ASK Magazine, etc.</li> </ul>
<b>Points of Contact</b>	<ul style="list-style-type: none"> <li>• Contracting Officer – Lee Nadeau and APPEL COTR – Roger Forsgren</li> <li>• NASA Task Monitor: Per approved PE SOW and Contractor: Key personnel</li> </ul>
<b>Attendees/ Participants</b>	<ul style="list-style-type: none"> <li>• Contracting Officer – Lee Nadeau and APPEL COTR – Roger Forsgren</li> <li>• NASA Task Monitor: Per approved PE SOW and Contractor: Key personnel</li> </ul>
<b>Documents</b>	<ul style="list-style-type: none"> <li>• Accepted PE SOW template.</li> <li>• TM work requirements and success criteria (metrics).</li> <li>• Task Order Closeout Report</li> </ul>
<b>Exit Criteria</b>	<ul style="list-style-type: none"> <li>• Contractor coordinates on past performance questionnaire and forwards to CO for file.</li> <li>• Approved task order closeout report notification sent to CO by APPEL COTR – Roger Forsgren.</li> </ul>



# NASA APPEL PE SOW Template



NASA APPEL Performance Enhancement		SOW	
<b>BPA #:</b>	COTR will assign	<b>Task Order #:</b>	COTR will assign
<b>Funding Source:</b>	NASA HQ or PO Number	<b>Contractor:</b>	COTR will assign
<b>Requesting Organization:</b>			
<p><b>1. Task Order Title:</b> <i>Please keep the title as brief as possible, it will be used for identification purposes only.</i></p>			
<p><b>2. Background of Work to be Performed:</b> <i>Provide relevant background information that may assist the contractor in understanding the nature and scope of the project and related requirement.</i></p>			
<p><b>3. Objectives:</b> <i>Briefly state the significant objective(s) of the requirement.</i></p>			



## NASA APPEL PE SOW Template - Continued



**4. Description of Work to be Performed:** *Describe the work to be performed in terms of the required outcome. Performance -based contracting (PBC) is a technique for structuring all aspects of the acquisition around the purpose of the work to be performed as opposed to the manner by which the work is to be performed (how to). Therefore, do not include terms that dictate to the contractor “how to” perform the work. If possible, include performance standards (i.e. criteria for determining whether the work requirements are met and acceptable) for achieving the objectives stated in paragraph 3 (i.e. establish clear targets for success. In some cases, it is difficult to describe/determine performance standards in advance and often no deliverable is required except for a final report. Therefore, the performance standard(s) may be focused on timeliness, organization, and thoroughness of the report.*

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**5. Deliverables and Delivery Schedule:** *In this section, list what the contractor is required to provide to NASA and the schedule of delivery. Only list the deliverables/reports that are necessary to meet the task requirements and/or to allow the Government to monitor task performance.*

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## NASA APPEL PE SOW Template - Continued



**6. Other information needed for performance of task:** *List any applicable documents (as an appendix or attachment) or where they can be obtained. List any safety, security, legal, data rights, and other information unique to the task. Government -required travel (in addition to travel the contractor will propose to perform the task) should either be described here or in paragraph 4, "Description of the Work to be Performed." Include the estimated number of trips, duration, destination and purpose of the trip(s). Government required travel may include attendance at meetings. Also identify requirements for the contractor to participate in periodic teleconferences or progress meetings etc.*

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**7. Period of Performance:** *Provide a realistic schedule for contract performance and completion. Unnecessarily short performance periods can drive up the task cost and typically require an extension down the road. Most time extensions, which require COTR, Technical Monitor (TM), and Contracting Office (CO) approval, can be avoided if we allow adequate time for potential delays. Define the period of performance in number of days, months, or years versus "Start" and "End" dates. If applicable, provide a "required start date" or "drop -dead date" to ensure mission milestones are met (i.e. "From the date of task issuance through (identify in number of days or months)").*

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## NASA APPEL PE SOW Template - Continued



**8. NASA Task Monitor (TM) Information :** *The TM will be appointed by the COTR in writing and will typically be the person preparing the SOW. The TM will serve as the task technical liaison between the contractor and the COTR and will assist the COTR in performing his duties. Include the same information as provided for the NASA COTR (paragraph 9).*

<b>NASA TM:</b>	<b>Mail Stop (M/S):</b>	
<b>Phone:</b>	<b>Email Address:</b>	

### 9. NASA APPEL COTR Information:

<b>NASA COTR:</b>	Roger Forsgren	<b>Mail Stop (M/S):</b>	HQ-OCE
<b>Phone:</b>	(202) 358-0859	<b>Email Address:</b>	<a href="mailto:Roger.forsgren@hq.nasa.gov">Roger.forsgren@hq.nasa.gov</a>



## End of Presentation



# **NASA Academy of Program/Project and Engineering Leadership (APPEL)**

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